

# FLEXIBLE WORK MODELS: HOW TO ADAPT STAFF TO CHANGE

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**Abstract.** The article explores effective management strategies for implementing flexible work models, focusing particularly on how to adapt staff to various forms of flexible employment. The aim of the study is to identify key features of personnel management within flexible work formats, taking into account the use of modern digital technologies. To achieve this goal, general scientific methods were applied, including critical literature analysis, synthesis, information generalization, and grouping. The research results made it possible to define the main advantages of flexible work models, such as ensuring a balance between professional and personal life; improving productivity; reducing stress levels; increasing employee motivation and engagement; and enabling a variety of work formats. These benefits are especially evident for employees working remotely, as flexible formats help them effectively combine personal and professional responsibilities. For businesses, such models lead to resource savings, enhanced operational efficiency, reduced risk of employee burnout, and improved workforce stability. The main types of flexible work schedules include: flexible working hours; compressed workweek; remote work; hybrid work; part-time employment; flexible shift planning; result-oriented work; flexible vacations and time off; seasonal and project-based work. All of these formats require modern management tools, such as Slack, Microsoft Teams, Asana, and Trello, which ensure visibility of tasks; Confluence and Google Workspace, which maintain consistent information flow; Google Docs, Miro, Notion, and ClickUp, which enable editing and collaborative work; GitHub, Confluence, and SharePoint, which offer change tracking and version control; and Miro, FigJam, Notion Labs, and Airtable, which support experimentation and the development of new ideas. The practical value of this research lies in its usefulness for managers planning to transition to flexible work models and seeking effective ways to enhance productivity through digital tools.

**Keywords:** flexible work models, staff adaptation, remote work, distance work, management.

**JEL Classification:** J22, M54, J24

## 1. Introduction

Today's workforce increasingly seeks companies that offer flexible work conditions supported by modern technological solutions. People are no longer satisfied with stable employment alone – they want the opportunity to balance personal life with professional growth. Young professionals tend to choose employers that provide freedom to choose a workplace, flexible schedules, and digital tools for effective communication. In this context, flexible technologies are not just a competitive advantage but a deciding factor in how attractive a company appears in the labor market. These technologies are shaping a new corporate culture where trust, autonomy, and performance serve as the foundation of the employee – employer relationship.

Studying not only how to implement flexible technologies but also how to manage them effectively has become a priority in modern management.

The use of digital platforms, analytics tools, and productivity monitoring systems enables not just the support of flexible work models but also the coordination of team efforts. Managers must explore new approaches to work organization that combine technology with human-centered management principles. This integration ensures companies remain competitive in today's dynamic environment and meets the expectations of a generation that values flexibility as a core aspect of career development.

## 2. Analysis of Recent Studies and Publications

The topic of flexible work models is well covered in foreign academic literature. The current research draws on a number of studies, most of which focus on practical aspects of work organization in the post-pandemic digital age. A significant contribution to the field was made by N. Bloom, J. Liang, J. Roberts, Z. J. Ying,

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and O. Odin (2015), who, through an experiment in China, demonstrated the effectiveness of remote work, providing statistical insights on the impact of flexible work schedules. A review by A. Çivilidağ and Ş. Durmaz (2024) highlighted how employee autonomy can improve company performance when such models are supported by management.

Relevant contributions also include studies on flexibility policy, such as the work by E. E. Kossek, M. B. Perrigino, and B. A. Lautsch (2023), which presents a theoretical framework for controlling these mechanisms. Equally important is the research by J. N. Lane et al. (2023), which discusses digital communication tools used by remote teams. Notable findings were also provided by M. D. Supriatna (2021), M. Weideman, and K. B. Hofmeyr (2020), who analyzed the relationship between flexible work schedules, employee motivation, and engagement levels. Petrukha N., Mazur A., Kushneruk O., Stakhova K., Tarasenko M. (2021) demonstrated digital and marketing steps aimed at improving the efficiency of digital tool usage and enhancing the management of flexible work schedules. Additionally, statistical reports by OECD (OECD, 2021), Eurofound (Eurofound, 2022), and the International Labour Organization (2020) offer valuable data on how hybrid work models have been implemented in various companies.

Despite a significant body of research, the literature still lacks clear definitions of digital tools that assist in managing flexible work schedules. Therefore, by applying general scientific methods such as literature analysis, synthesis, data grouping, and research, a systematic overview of these tools was conducted and presented in the context of the study topic.

**The goal of the study is** to identify the key features of personnel management within flexible work models, taking into account the use of modern digital technologies. To achieve this goal, the study addresses three main **objectives**. The first is to outline the benefits of flexible work models for both employers and employees. The second is to classify and describe the primary types of flexible employment formats. The third is to examine technologies that support the effective management of flexible work models.

### 3. Results

The widespread adoption of flexible work formats was a natural management response to the challenges posed by the pandemic. These approaches have evolved from temporary measures into long-term changes in workforce management systems. Flexible work models have become the focus of numerous studies and international recommendations, which regard them as effective tools for ensuring safe working conditions.

Despite the easing of the pandemic and the gradual return of employees to offices, many companies continue

to maintain flexible formats. This is largely due to their demonstrated effectiveness and the positive impact on employee productivity. According to Eurofound (2022), prior to the pandemic, only 12% of EU workers had experience with remote work, but after 2020 this figure increased significantly. OECD data (2021) indicates that the shift to remote work led to a roughly 13% increase in productivity among call center employees. While this is not a universal result, many organizations have reported noticeable improvements in efficiency. On average, productivity rose by 7.5% when flexible and remote formats were implemented. After 2020, the overall landscape of labor productivity changed significantly, with around 56% of managers stating that remote work exceeded expectations. Meanwhile, 30% of companies in the US and EU introduced permanent hybrid models that combine office and remote work. With the continued development of management practices, the effectiveness of these formats is expected to increase further.

The ILO practical guide (2020) highlights that during the pandemic, some companies shifted from less than 1% remote work to 100% of employees working remotely in just 5–6 days. Once the situation stabilized, about one-third of employees transitioned to a flexible schedule, working remotely 2–3 days per week.

This led to the emergence of a new work organization model that integrates physical, temporal, virtual, and social components of interaction. As a result, the role of managers has been redefined: instead of process control, the focus shifted toward outcome management. Leaders are now more often facilitators of team interaction, promoting autonomy and trust within teams. This approach fosters engagement, encourages initiative, and reduces conflicts in flexible teams. Managers increasingly serve as mentors who ensure effective feedback and provide employees with the necessary digital tools. This mindset creates a culture of trust, accountability, and independence – key components of successful work in flexible employment models.

ILO experts link the increased effectiveness of such models to digitalization processes, including the implementation of cloud technologies, online planning systems, and communication platforms. These tools enable teams to maintain or even exceed productivity levels compared to traditional office environments (International Labour Organization (ILO), 2020).

Research has highlighted numerous benefits of flexible work models for employees. For example, S. Parajuli (2023) emphasizes that workers can adjust their schedules, including working hours, and even change their work locations. Employees also gain the ability to take time off to fulfill non-work-related obligations, either on a permanent or hourly basis.

Today's workforce, particularly younger generations, shows a growing preference for greater flexibility in work arrangements. Many studies indicate that

a significant portion of millennials seek control over their working hours and prefer completing tasks within set deadlines rather than following fixed schedules. This is not entirely remote work in the traditional sense, but rather a results-based format.

Research by M. Weideman and K. Hofmeyr (2020) reveals that flexible work models contribute to a better work-life balance. This helps employees avoid burnout, stay focused on professional tasks, and simultaneously enjoy personal time. By creating a comfortable working environment at home or elsewhere, employees often demonstrate higher productivity.

Such approaches benefit not only workers but also employers. Companies that offer flexible work models are better able to retain highly qualified professionals, who can create competitive products and receive individualized management attention.

According to A. Çivilidağ (2024), this system is accompanied by complex management processes, which shift from standardized to individualized approaches. However, with proper configuration and tool selection, productivity can improve even through adjustments to leave policies. For instance, longer vacations may be shortened if employees handle some personal responsibilities during working hours. In such cases, extended leave becomes less necessary.

As a result, people working remotely on a near-constant basis without long absences are capable of handling large workloads. Table 1 summarizes the key advantages of flexible work models for both employees and management.

A clear example of the effectiveness of flexible work models in business can be found in a study conducted at the Chinese company Ctrip, where N. Bloom, J. Liang, J. Roberts, and Z. Ying (2015) demonstrated that working from home increases productivity by 13% compared to employees who remain in the office.

Additionally, this format reduces employee turnover by nearly 50%, and staff report greater job satisfaction. For businesses, this translates to savings of approximately USD 2,000 per employee per year due to reduced office expenses and lower attrition rates (Bloom, Liang, Roberts & Ying, 2015). These statistics suggest that the challenges of managing flexible work formats are offset by financial benefits, making this practice worthwhile for active business environments.

At the same time, it is important to acknowledge the risks associated with remote or flexible work. These are most often linked to difficulties in organizing effective management. The main issue relates to communication. There are also challenges in monitoring and evaluating the performance of remote employees, as outcomes can sometimes be misrepresented, requiring deeper verification.

Moreover, as noted by M. Supriatna, N. Sofiani, and N. Anindita (2021), not all employees are capable of effectively managing their work from home. A lack of self-discipline and limited communication can reduce productivity. In addition, spontaneous ideas and innovations – which typically emerge from direct interaction between colleagues – tend to decrease.

In the study by E. Kossek, M. Perrigino, and B. Lautsch, several types of flexible work schedules currently used in business were identified (2023). These are summarized in Table 2.

Managing flexible and distributed teams in a digital environment requires a combination of clearly defined interaction principles and technological tools that support those principles. As emphasized by J. Lane (2023), the effectiveness of modern teams largely depends on how well digital services ensure communication transparency, consistency of information flow, collaborative content editing, and the tracking of social connections and individual

Table 1  
**Advantages of flexible work models for employees and management**

Advantage of flexible schedules	Description / Explanation
Work-life balance	Flexible working conditions allow employees to effectively combine professional duties with personal needs, enhancing overall life satisfaction.
Increased productivity	Flexibility in working hours and location helps boost efficiency, as employees can work during their most productive hours and in optimal conditions.
Reduced stress and fatigue	The ability to choose schedules, take time off, or work remotely lowers psychological pressure and helps prevent professional burnout.
Higher motivation and engagement	Employees who are trusted to manage their own time experience greater autonomy and a stronger sense of responsibility, which increases motivation.
Variety of work formats	A wide range of flexible options is available – shift schedules, part-time work, remote work, compressed workweeks, sabbaticals, flexible start times, job sharing, etc. – giving employees choices that suit their needs.
Location flexibility	Employees can perform their tasks from different locations - home, client sites, cafés, or while traveling – enhancing comfort and efficiency.
Greater employer attractiveness	Companies that implement flexible practices are more likely to attract and retain highly skilled professionals.

Note: systematized by the author based on (Çivilidağ & Durmaz, 2024)

Table 2

**Modern types of flexible work schedules**

Type of flexibility	Form or example	Description	Benefits for employees and employers
Flextime	Choosing start and end times independently (with hour limits)	Employees can adjust their working hours within the framework of required "core hours" when presence is expected.	Increases job satisfaction; reduces lateness; improves work-life balance.
Compressed workweek	Four-day workweek (10 hours per day instead of 8)	Allows employees to meet weekly hour requirements over fewer days.	Boosts productivity; reduces stress; provides an extra day off.
Remote work / Telework	Working from home, coworking space, or other locations	Employees perform their duties outside the office using IT tools.	Lowers commuting costs; enhances flexibility; attracts talent from various regions.
Hybrid work	Combining remote and in-office work	Employees spend several days in the office and the rest working remotely.	Offers flexibility without losing team interaction.
Part-time work	0.5 or 0.75 full-time equivalent	Employees perform reduced workloads with proportional pay.	Enables combining work with education, childcare, or other commitments.
Flexible shift scheduling	Shift swapping or self-selected scheduling	Shifts are coordinated with employees or auto-assigned based on preferences.	Improves motivation; reduces conflict in shift-based environments.
Output-based work / Results-only work environment (ROWE)	Performance measured by outcomes, not hours	Employees decide when and how to complete tasks, focusing on meeting goals.	Maximum autonomy; higher productivity; fosters trust between both sides.
Flexible time-off	Unlimited vacation or self-managed leave time	Employees determine when and how long to take time off in agreement with their manager.	Increases loyalty; helps prevent burnout.
Seasonal / Project-based work	Employment for a specific period or project	Workers are hired for a limited time or to complete a specific task.	Allows flexible workforce management based on business needs.

Note: systematized based on (Kossek, Perrigino & Lautsch, 2023)

engagement dynamics. These tools form the foundation for guided autonomy, where team members act independently but within the framework of shared principles of visibility, feedback, and open collaboration. Table 3 presents a systematization of key principles for managing flexible teams along with real digital HR tools used to implement them in modern organizational practice.

As Lane et al. (Lane, Leonardi, Contractor & DeChurch, 2023) emphasize, digital technologies not only support communication within flexible teams but also shape a new approach to management, where efficiency is achieved through information transparency, collaborative content editing, asynchronous coordination, and social engagement. The application of such tools enables the creation of a digital work environment that relies not on control, but on visibility, co-creation, and self-management.

#### 4. Conclusions

The adoption of flexible work models brings significant advantages for both employees and businesses. For employees, the ability to design their own schedules and balance them with personal time leads to reduced fatigue and improved productivity. From the employer's perspective, such formats contribute to higher-quality work, lower burnout rates,

reduced staff turnover, and lower office maintenance costs. These outcomes have driven the widespread integration of flexible models into modern management systems. The most notable benefits include better work-life balance, increased productivity, reduced stress and fatigue, stronger motivation, a broader variety of employment formats, location independence, and improved employer attractiveness.

Currently, various types of flexible work schedules are used. These include flextime, where employees choose when to start and end their workday; compressed workweeks, with four 10-hour days instead of the standard five-day format; remote work or telework, which allows tasks to be completed from home, coworking spaces, or other locations; and hybrid models, which combine in-office and remote work. Additional formats include part-time roles, flexible shift scheduling, output-based work, flexible leave policies, and seasonal or project-based employment. The wide range of available options is changing management practices. Effective oversight in this environment depends on the consistent use of clear team management principles and digital HR tools.

Key principles include visibility of activity, which allows managers to monitor work progress through tools such as Slack, Microsoft Teams, Asana, and Trello. Information consistency is maintained using platforms like Confluence, Notion, and Google Workspace.

Table 3

**Principles of managing flexible teams and digital HR tools that support them**

Principle of managing flexible teams	Tools / Services	Detailed description of management value and benefits
1. Visibility (task visibility)	Slack, Microsoft Teams, Asana, Trello	Provide transparency in team processes by making tasks, progress, and responsibilities visible. In Slack and Teams, managers can track participant activity; in Asana and Trello, project status is clearly shown. This principle builds trust, reduces task duplication, and increases accountability.
2. Persistence (information consistency)	Confluence, Notion, Google Workspace	Enable storage of all communications, documents, and discussions in a single space. Team members have access to decision history and materials, improving organizational memory and ensuring workflow continuity during staff changes.
3. Editability (content flexibility)	Google Docs, Miro, Notion, ClickUp	Allow collaborative editing of documents and visual content in real time or asynchronously. Employees can refine ideas, make clarifications, and adapt content to the project context, encouraging shared decision-making and communication accuracy.
4. Association (connections and links)	LinkedIn for Work, Workplace by Meta, Yammer	Build a transparent network structure of links between employees, content, and teams. Enable users to see who is working on what and quickly identify project affiliations and subject matter experts. This supports knowledge sharing and quick access to experience.
5. Triggered attending (engagement signals)	Slack notifications, Microsoft Viva Engage, Monday.com	Automated notifications about task updates, new messages, or decisions help maintain engagement and execution discipline. This principle supports dynamic collaboration without constant manager oversight.
6. Searchability (information accessibility)	Google Workspace Search, M365 Search, Notion AI Search	Allows users to quickly find messages, documents, decisions, or contacts using keywords. Reduces time wasted on searching and improves the efficiency of using organizational knowledge.
7. Reviewability (change and version tracking)	GitHub, Confluence, SharePoint	Enables tracking of edit history in documents or code. Improves decision accuracy, simplifies audits, and ensures transparency in teamwork.
8. Metavoicing (feedback and social interaction)	Teams Reactions, Slack Emoji Feedback, Yammer discussions	Promotes a culture of instant feedback. Employees can support colleagues' ideas, react to messages, or comment on initiatives. Enhances team cohesion and creates a positive social environment.
9. Experimentation (idea testing and prototyping)	Miro, FigJam, Notion Labs, Airtable	These tools support the creation of prototypes, process models, or test scenarios. Encourages a culture of innovation by allowing ideas to be tested before full implementation without putting the project at risk.

Note: systematized based on the study (Lane, Leonardi, Contractor & DeChurch, 2023)

Structured and adaptable content management is supported by tools including Google Docs, Miro, Notion, and ClickUp. Connections and associations between people and tasks are enhanced through platforms such as Workplace by Meta and Yammer. Notification services like Slack Notifications, Microsoft Viva Engage, and Monday.com ensure teams remain informed and engaged. Improved access to information is achieved using AI-based technologies provided by

Google and Microsoft. Change tracking and version control are supported through GitHub, Confluence, and SharePoint. Feedback and social interaction are facilitated through Teams Reactions, Slack Emoji Feedback, and Chamber Discussions. Platforms such as Miro, PGM, Notion Labs, and Airtable support idea generation and experimentation. The effective integration of these tools enables clear communication and efficient collaboration within flexible teams.

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